

226. During PPG development stage a thorough consultation process took place in the target Region, both at the community and the higher governmental levels. In the target project sites<sup>41</sup> local municipal authorities, community members, and women and men's groups, were duly consulted enabling to identify areas where communities are willing and eager to create community conservation areas in the surroundings of key biodiversity areas. Involvement of local stakeholders in identifying the future CCAs and those in progress, was considered key, and taken into account as a site selection criteria. This demonstrates the willingness of local communities to work with the project and their commitment to investing in environmentally sound economic activities in the CCAs, hence cooperating and complying with the project approach.
227. Additionally, key government authorities with a role in decision making (local, regional and national), and technical and financial partners actively working in the region, both from the environment sector and sector ministries relevant to the project (e.g. NGO's, Ministry of Agriculture, Ministry in charge of Land Use Management, etc.), were consulted and involved in the design phase of the project.
228. Two workshops were conducted in the region, one at the project launching stage, and one at the validation of the revised PRODOC, both hosted by the regional authorities. Both were headed by the regional authorities and benefitted from the presence of the vast variety of stakeholders<sup>42</sup>. The national PPG team conducted further consultations both in the region and at the national level, through interviews and group discussions, with key stakeholders to acquire insight and involve all entities and actors concerned with the project.
229. This participatory approach reinforces community and national ownership, and is at the essence of the sustainability strategy of the project.
230. Furthermore, the project is designed to build on existing intuitions, capitalizing existing competences, and avoiding replicating existing structures, reinforcing know-how that will stay in country once the project ends. As mentioned above, the project will be implemented by the DREEMF through the UNDP NIM modality, who will outsource component 2 to local civil society associations (SAGE and Tany Meva). Both types of entities are perennial structures that will ensure the sustainability of project after closure.
231. The project proposes new and innovative tools and ways of working, it does however have a strong anchor within national and regional development strategies and policies. This respect for local development contexts and processes is essential to ensuring coherence of the project and its sustainability.
232. On the replication potential of the project, it should be noted that the land use governance challenges faced by the Atsimo Andrefana landscape are also seen elsewhere in the country. While the project needs a scope that is compatible with the funding available, its approach is highly replicable and should also be applied elsewhere in the country.
233. Currently, only 4 of the regions of Madagascar have finalized the land use management plan (SRAT). The government has recently launched this process throughout the country, but is highly dependent on the donor support given the magnitude of consultations and studies that it requires. The Region of Atsimo Andrefana is engaged with government donor support, and is currently launching the Land Use Planning process (SRAT). The project will work alongside government partners, to pilot the integration of a BD LUP within this plan. The product of the project, the SRAT with a Biodiversity component, in addition to the Observatory and the products and tools that the project will build and develop, will inform decision making regarding development planning for the region (PRD). This pilot experience will be unique to the Atsimo Andrefana Region and will serve as an example that may be replicated in other regions of Madagascar.

---

<sup>41</sup> During the PPG phase two community consultants were hired to conduct consultations two sets of consultations, one in the north and another in the south of the region of Atsimo Andrefana. Refer to Study #4 in Annex 7.

<sup>42</sup> As per PPG workshop reports (available upon request to UNDP Madagascar).

## 2.3 Risks and Safeguards

### 2.3.1 Risk Analysis

Table 4: Risk Matrix

#	Description	Date Identified	Type	Impact, Probability and Risk Assessment	Countermeasures / Management response
1	<p><u>Political</u> Political instability may ensue, in spite of the on-going democratisation process.</p> <p><u>LEVEL:</u> <i>HIGH</i></p>		Political	I = High P = High R = High	UNDP has played a key role in brokering the transition process out of the political crisis and elections are due soon. UN Security monitors country and project risk on a rolling basis and adapts strategies accordingly. Currently, the approach is to continue to invest in the success of the elections and then engage with the elected government after the ballot and through renewed dialogue.
2	<p><u>Organisational</u> Difficulties in reconciling institutional mandates and conflicts in administrative jurisdiction</p> <p><u>Level</u> High</p>		Organisational	I = Medium P = Low R = Low	Through Output 1.3, the project will create a platform for collaborative landscape and sectoral governance. All the relevant administrative levels of government will be engaged in the process and represented in the platform. UNDP has previous and useful experience with developing such platforms, e.g. from the UNDP-GEF EP3 project but also from its governance programme (Decentralisation Project) and Joint-UN programme with UNICEF and others ( <i>Gouvernance par le mobil</i> Project). Conflict resolution techniques and facilitation will apply to make all processes smoother. In addition, the process of landscape level planning (BD LUP) and at the level of <i>terroirs</i> , plus the coordination with DCPSAP and MNP, will together ensure coordination and harmonisation between these plans with PA planning. All partners will have a voice and will be given a chance to present their stakes. Where possible, formal agreements/MOUs will be used to better define roles and responsibilities.
3	<p><u>Operational</u> The landscape mainstreaming approach is proven overly ambitious for the prevailing managing capacities in Madagascar.</p> <p><u>Level</u> Medium</p>		Operational	I = High P = Low R = Medium	With adequate scoping, the landscape approach is feasible in Madagascar. Capacity building is threaded through every activity foreseen under Component 1. Specifically, Outputs 1.1 and 1.2 are tailored to address regional and district level capacity gaps to make use of tools and systems generated by the project, including the BD LUP. In addition, Madagascar can draw inspiration from tested models for the application of the landscape mainstreaming approach in neighbouring countries. The Grasslands' project in South Africa and other examples have proven that 'biodiversity spatial planning' is a powerful tool for mainstreaming and that it is not difficult to be mastered and applied. With the right balance between planning and enforcement, and by explicitly targeting key decision-making processes, the approach has good chances of success. The threats' and baseline analyses in this project have explicitly focused on the relevant sectors and the decisions-making processes and the interventions have been planned accordingly.
4	<p><u>Strategic</u> Some investment-heavy private sector</p>		Strategic	I = High P = Medium	In spite of the difficulties in the governance terrain faced by Madagascar in the last few years, there is a framework in place for EIA that has many strengths. Any corporation involved large-scale

#	Description	Date Identified	Type	Impact, Probability and Risk Assessment	Countermeasures / Management response
	<p>stakeholders will not collaborate with the project as certain recommendations in the BD-LUP may go against their short-term interests.</p> <p><u>Level</u> Medium</p>			R = Medium	<p>developments within the Atsimo Andrefana Landscape will need to abide by the rules set by this framework for obtaining due permits to their projects. This is the minimum baseline. The project obviously introduces a strengthening of the application of this framework through spatial planning and enforcement. The leverage for applying them comes from the regional and local level. The both the regional government and directly affected communes have in various occasions manifested an interest in fully gauging the impacts of these large scale projects at the landscape level and are therefore fully supportive of the project. This will oblige private sector stakeholder to seek compromise and collaborate with the project. Also, many of these corporations respond to a board of investors and need to safeguard their reputation, as part of their long-term interests. In this light, the project will engage the private sector within extractive industries, transport and agri-business. With support from specialised technical assistance, the project will offer them opportunities to develop and implement actions within their CSR programmes that are in line with the BD-LUP. This is bound to create a win-win situation for both project and corporate stakeholders, thereby reducing the risk of non-collaboration.</p>
5	<p><u>Environmental</u></p> <p>Limited acceptance of sustainable use models by local communities lead to continued encroachment into PAs, resource pillage and further degradation and fragmentation of habitats.</p> <p><u>Level</u> Medium</p>		Environmental	<p>I = Medium P = Medium R = Medium</p>	<p>The TdG approaches from Tany Meva and Sage with respect to the involvement of local communities and in the realisation of their aspirations have been demonstrated, including in terms of producing results in the sustainable management of natural resources. Compliance and enforcement measures will be community-based. The project will define and monitor key ecological indicators as a means of monitoring this risk. An adaptive management approach will also apply, so will lessons from EP3.</p>
6	<p><u>Organisational</u></p> <p>Consultations at sub-national level with respect to investment decisions that favour high-impact physical development projects in the Atsimo Andrefana Landscape remain limited.</p> <p><u>Level</u> Low</p>		Organisational	<p>I = Medium P = Medium R = Medium</p>	<p>The involvement of key policy-making players at both the national and regional levels will ensure that opportunities and benefits from biodiversity mainstreaming will be duly understood and used accordingly. Until now, the buy-in has been high. Furthermore, the BD LUP will be designed to be availed openly with full disclosure. The project will apply a pro-active approach to the engagement of high-impact physical sectors and conduct an informed dialogue with them, in particular with extractive industries. The collaborative governance framework for sectoral mainstreaming proposed by the project will provide the best changes to promote consultations and disseminate key information that affects biodiversity across the landscape.</p>

#	Description	Date Identified	Type	Impact, Probability and Risk Assessment	Countermeasures / Management response
7	<p><u>Climatic and natural</u> Climate change and natural hazards may have a devastating impact on PA and the livelihoods of the communities living in the surrounding who are stakeholders and beneficiaries of the project.</p> <p><u>Level</u> Medium</p>		Climatic	<p>I = Medium P = High R = Medium</p>	<p>Natural hazards potentially impact the region of Atsimo Andrefana, on yearly basis (cyclones, flooding, prolonged dry season are some common risks). Additionally, studies show that climate change will have serious consequences on the region, increasing the frequency and intensity of cyclones and torrential rains, affecting biodiversity and PAs; and the livelihoods of local communities. In response to this risk, the project will work with CSO partners in the region, who are currently working in the field, and with the local and regional authorities, who are building the resilience of local communities through climate change adaptation strategies; and those working on food security and disaster risk management and reduction programs, by building partnerships and synergies.</p> <p>The project in itself will have a climate change adaptation approach, mainstreaming climate change within the design and implementation of project activities on the ground. It is hence expected that the resilience of PAs and of people will be built through project activities.</p>

<b>Summary</b>	<b>TOTAL:</b>	<b>7 risks</b>
Overall assessment of risk level = Moderate	Organisational = 2 Political = 1 Operational = 1 Strategic = 1 Environmental = 1 Financial = 0 Climatic = 1 Other = 0	Critical = 0 High = 2 Medium = 6 Low = 1

Table 5: Guiding Risk Assessment Matrix

Risk Typology:		Organizational		Strategic		
Environmental Financial Operational		Political Regulatory		Other		
		Impact				
		CRITICAL	HIGH	MEDIUM	LOW	NEGLIGIBLE
Probability	CERTAIN / IMMINENT			High	Medium	Low
	VERY LIKELY		High	High	Medium	Low
	LIKELY	High	High	Medium	Low	Negligible
	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible
	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no determinable risk

### 2.3.2 UNDP Social and Environmental Screening (SESP) Results / Safeguards

234. Based on the application of the screening checklist, the overall project risk categorization of the potential social and environmental risks of the project is *low risk*.
235. A few potential risks of *low significance* received a positive answer and are listed below:
- 1- A risk that duty-bearers do not have the capacity to meet their obligations in the Project
  - 2- A risk that rights-holders do not have the capacity to claim their rights
  - 3- Are any project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?
  - 4- Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?
236. Due to the *low risk rating*, it is not required to provide further information. However, a description of the assessment and management measures as reflected in the Project design was provided in brief (refer to **Annex 8 for the Social and Environmental Screening Checklist and Template**). The *low risk* categorization does not require further SES actions.
237. The risks identified through the UNDP SESP is in sync with the risks identified in the PRODOC section 2.3.1 Risk Analysis (above) where management measures which enable to mitigate such risks are described.

## 2.4 Cost-Effectiveness

238. The project will seek to achieve a long term solution to biodiversity protection in the Region of Atsimo Andrefana, by providing support to the Regional government, the DREEMF, and the local communities who live in lands adjacent to PAs.
239. The project's resources will be dedicated to developing a comprehensive land use management plan that is respectful of biodiversity. The latter is reflected in the landscape level approach to PA conservation of the project. This approach will be implemented by providing support to the Regional government to develop a land use plan, that takes into consideration the value of the ecosystems and unique biodiversity contained in PAs, both being key elements for sustainable economic and social development.
240. The project will also dedicate over half of its resources to promoting new CCAs and sustainable social and economic activities by communities that manage them.
241. The project is considered cost-effective for the following primary reasons:
- i. By using project resources, to act on a larger scale, such as on land use planning processes, that are conducted at all levels (from community to the Regional and National), the project's investment and outreach will considerably multiply, rendering the project considerably cost-effective.
  - ii. By providing direct support to PAs for the implementation of PA management plans that include including finding ways of strengthening financial independence.
  - iii. By enhancing economic activities of local communities that will enable communities to be self-sufficient (e.g. through micro-finance activities that will enhance local economies).

242. The project will complement and build upon the extensive baseline activities already underway in the sector (e.g. land use policies and planning processes currently underway; community based natural resources management legislation; build on community conservation areas; etc.). Wherever possible, the project will use the competencies and technical skills within the mandated Government and public institutions to implement project activities. Where applicable, project resources will also be deployed to strengthen and expand existing initiatives and programs to avoid duplication of effort.
243. Increased co-financing commitments will continue to be targeted by the project during the project implementation (e.g. co-financing of the private sector, co-financing of the NGOs involved in PA management, etc.). The project will seek to engage actively with the mining, oil and large scale agriculture sectors to promote partnerships and seek potential funding for the regional PA system.
244. Project funding will build the capacity of the Regional and National Government, to integrate comprehensive biodiversity information, analyses, impact projections and sustainable management considerations within regional Land Use Plans. This will serve as a pilot project that will create the in country capacity, allowing to replicate such approaches in other regions of the country.
245. Additionally, the project will enable the government to advance legislation concerning community conservation areas and the management of key biodiversity areas by communities, by promoting such sites in the region. This will lead to multiplying CCAs and the protection of KBA's. In this light, the project will enable to cost-effectively multiply this type of conservation model throughout the country and expand the protected area surface of the country.
246. Much of the projects resources and support will be dedicated to building local capacity within the region; providing biodiversity land use planning tools; promoting dialogue and interactions among productive sectors, the government and civil society. This investment in institutions and local work dynamics, is considered key to the sustainability of the project's results beyond the duration of the project. The regional government will gain autonomy throughout the project and key work processes will be incorporated within the institutional structures of the Region and the DREEMF. In the long term this will save costs for future investments in PA protection in the Region, and guarantee the achievement of long term results of the project.

## 3 Project Results Framework

### 3.1 Programmatic Links

<p><b>This project will contribute to achieving the following Country Program Outcome as defined in CPAP:</b> <i>[From UNDAF, Outcome #1]:</i> Vulnerable populations, living in the project intervention zones, have improved opportunities to access to income generating activities and jobs, improve their resilience, contributing to inclusive and equitable growth for sustainable development.</p>
<p><b>Country Program Outcome Indicator: Indicator # 4.2:</b> Number of green jobs created for vulnerable people through sustainable management of natural resources, renewable energy, sustainable agriculture, ecotourism, ecosystem services, treatment chemicals and waste disaggregated by gender and by age.</p>
<p><b>Primary Applicable Key Environment and Sustainable Development Key Result Area (from the UNDP Strategic Plan):</b> Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p>
<p><b>Applicable GEF Strategic Objective and Program:</b> BD 2: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors</p>
<p><b>Applicable GEF Expected Outcomes:</b> Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation. Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks.</p>
<p><b>Relevant GEF Outputs:</b> Output 2.1.1: Policies and regulatory frameworks for production sectors Output 2.2.1: National and sub-national land-use plans that incorporate biodiversity and ecosystem services valuation</p>
<p><b>Applicable GEF Outcome Indicators:</b> Indicator 2.2: Policies and regulations governing sectoral activities that integrate biodiversity conservation as recorded by the GEF tracking tool as a score.</p>
<p><b>Gender Marking:</b> Data to be recorded in UNDP's Atlas system by the project's year 2 and by its end:</p> <ul style="list-style-type: none"><li>- Total number of full-time project staff that are women</li><li>- Total number of full-time project staff that are men</li><li>- Total number of Project Board members that are women</li><li>- Total number of project Board members that are men</li><li>- The number jobs created by the project that are held by women</li><li>- The number jobs created by the project that are held by men</li></ul>

### 3.2 Logframe

#	Indicator*	Baseline	Targets by End of Project	Source of verification	Risks and Assumptions
<b>Project Objective: Protect landscape biodiversity Atsimo Andrefana to address current and emerging threats, and use it sustainably by implementing a collaborative governance framework for sectorial mainstreaming and decentralized management of natural resources</b>					
1	<p>Use of a spatial planning tool for BD mainstreaming:</p> <p>(a) Implementation of recommendations prescribed in PRLUBC -through analysis performed by the BD LUP at the landscape level</p> <p>(b) PA Management Plan, zoning, maps (set up by BD LUP - PRLUBC component) are mainstreamed into the SRAT and the PRD</p>	<p>(a) BD LUP system is not developed yet. Monitoring the implementation of the PRLUBC will take place from the second year of the project when the BD LUP system is operating and defines recommendations for SRAT and the PRD</p> <p>(b) SRAT without PRLUBC (BD LUP) and PRD without PRLUBC (BD LUP)</p>	<p>(a) SRAT with annex PRLUBC (BD LUP)</p> <p>(b) 100% of the content on the Planning PRD are in accordance with guidance from the PRLUBC (BD LUP) annexed to the SRAT</p>	<p>Project's periodic reports, validated by independent evaluations and reviews</p>	<p><u>Assumptions:</u> The various productive sectors in the Atsimo Andrefana region, stakeholders members of the CRAT and local communities adopt the land-use management system (SRAT with PRLUBC/BD LUP)</p>
2	<p>SO2 TT Responses from Part III, on "Management Practices" (refer to PRODOC Table 8 in Annex 3):</p> <p>(a) Landscape surface with improved biodiversity management as a result of mainstreaming efforts</p> <p>(b) Status of application of the 'mitigation hierarchy' at the landscape level (under SO2 TT, Part III, "Management Practices")</p>	<p>(a) 0 ha</p> <p>(b) The application of the 'mitigation hierarchy' has not been systematically tried in Atsimo Andrefana as a biodiversity management practice</p>	<p>(a) 2,400,000 ha</p> <p>(b) A more systematic application of the mitigation hierarchy takes place at the landscape level, whenever there are important decisions on extractive and large-scale agriculture which potentially affect biodiversity are to be made (target achievement to be independently validated)</p>	<p>Project's periodic application of the focal area TT, validated by independent evaluations and reviews</p>	<p>mainstreaming biodiversity component in productive activities and reduce the stress on PA and CCAs within the landscape</p> <p><u>Risk:</u> Political instability may create uncertainty and affect</p>

#	Indicator*	Baseline	Targets by End of Project	Source of verification	Risks and Assumptions
3	Beneficiaries from project Component 2 activities, support and funding: (a) Number of <i>fokontany</i> s (b) Population in these <i>fokontany</i> s	(a) 0 (b) 0	(a) At least 12 (b) [to be calculated on the basis of the final site list to be compiled during project appraisal]	Project's periodic reports, validated by independent evaluations and reviews	decision making at national and regional levels and may lead to uncontrolled exploitation of natural resources.
4	SO2 TT Scores from Part IV, on "Policy and Regulatory frameworks", regarding questions on 'Agriculture' and 'Mining' respectively (refer to PRODOC Table 9 in Annex 3)	Total Score = 12 out of 24 possible points	Total score = 15 out of 24 possible points	Project's periodic application of the focal area TT, validated by independent evaluations and reviews	
5	Sum of low scores (<2) for the "30 Key METT Questions" relating to PA management for the four PAs assessed (refer to PRODOC Table 11 in Annex 3) [Note: SO1 TT is not a GEF requirement under this project, so scores are monitored for PA managers' benefit only and for monitoring indicators 5 and 10.]	Sum = 19	Sum for same questions = at least 24	Project's periodic application of the focal area TT, validated by independent evaluations and reviews	
<p><b>Outcome 1: Landscape level planning and economic analysis support the mainstreaming of biodiversity into management of the Atsimo Andrefana Landscape, covering three districts and totalling approximately 2.4 million hectares</b></p> <p><b>Outputs:</b></p> <ol style="list-style-type: none"> <li>1.1. Spatial Planning: Participatory landscape-level economic assessments, ecological assessments, open access mapping, and management planning generate a Landscape Level Land-Use Plan (BD LUP)</li> <li>1.2. Threat Management: Land use allocation practices and applicable regulations at the regional, district and commune levels are revised, in light of the BD LUP, and contribute to enforcing it</li> <li>1.3. Landscape Governance: Collaborative landscape and sectoral governance framework is developed and provides a platform for monitoring and ensuring compliance with prescribed land-uses</li> <li>1.4. Protected Areas integrated into Landscape Management: Critical measures for completing pending PA proclamation processes and boundary demarcation are supported and PAs Mikea Onilahy, Bezaha-Mahafaly, Tsimanampetsotse and Tsinjoriake are integrated in the management of the landscape</li> </ol>					

2

#	Indicator*	Baseline	Targets by End of Project	Source of verification	Risks and Assumptions
6	BD LUP system developed, available for territorial planning	BD LUP System is not developed yet	<p>BD LUP system available</p> <ul style="list-style-type: none"> <li>- Synthetic geospatial layers are available for the compilation of PRLUBC and duly incorporated in it</li> <li>- Geospatial-Portal BD LUP is online and open access</li> <li>- Observatory of Regional Biodiversity and Ecosystems (ORBE) is operating; and</li> <li>- Warning system is functional and widely used</li> </ul>	Use of information for the development of PRLUBC (verified by independent evaluators), detailed site analytics (reports are pulled periodically) and reports from ORBE	<p><b>Assumptions:</b> The SRAT which is under development will be completed and adopted with PRLUBC</p> <p><b>Risk:</b> Private companies and government sectors with large projects, will not be willing to negotiate cooperation agreements which may have financial and technical constraints to their projects, and does not take into account the mitigation hierarchy in their project cycle</p>
7	The component PRLUBC of BD LUP is included in the SRAT and adopted with charter for commitment of SRAT	Currently, SRAT doesn't have yet the PRLUBC	<p>BD LUP / PRLUBC annexed to SRAT</p> <p>BD LUP / PRLUBC registered in the Charter for adoption of the SRAT</p>	SRAT and Charter for adoption of the SRAT (commitment charter)	
8	The potential and existing negative impacts of large-scale production activities (mining, petroleum, infrastructure, energy, agriculture) on PA and vulnerable ecosystems, are mastered and mitigated: <i>[Broken down below]</i>	<i>[Broken down below]</i>	<i>[Broken down below]</i>	EIA reports and PGESS of new investments, plus project's periodic reports, validated by independent evaluations and reviews	
8a	Monitoring and application of content of the requirement specifications	Monitoring and analysis of the activities given in the EIA will be conducted for ongoing activities	100% of prescriptions in PGESS are implemented	As above.	

#	Indicator*	Baseline	Targets by End of Project	Source of verification	Risks and Assumptions
8b	Productive investment rate public mainstreaming the mitigation hierarchy in their project cycle (beyond EIA content)	A survey to analyse the environmental content in the cycles of investment projects of ministries will be completed at project start	70% of public investments in different have a mitigation program mainstreamed in their project cycle	As above.	
8c	Number of cooperation agreements signed between private companies and the DREEMF/ONE, containing programs for the implementation of the mitigation hierarchy in the productive project cycle (beyond EIA content)	No collaboration agreements signed (private companies - DREEMF/ONE)	50% of productive investments sign a collaboration agreement and incorporate environmental mitigation process in their project cycle	As above.	
9	SEA is developed and approved	No SEA for the targeted landscape (except for Mahafaly Landscape)	Strategic Environmental Assessment of the targeted landscape completed	SEA regulations	
10	METT tracking tools are applied annually for each PA  [Note: SOI TT is not a GEF requirement under this project, so scores are monitored for PA managers' benefit only and for monitoring indicators 5 and 10.]	METT applied on 4 PAs during the PPG stage	METT applied to all seven PAs within the landscape on a periodic basis	Project's periodic application of the focal area TT, validated by independent evaluations and reviews	

#	Indicator*	Baseline	Targets by End of Project	Source of verification	Risks and Assumptions
<b>Outcome 2: Community-based production and resource use activities incorporate the conservation and sustainable use of biodiversity into management practice into at least 100,000 ha of new CCAs</b>					
<b>Outputs:</b>					
2.1 CCAs Establishment: Selected habitats with high conservation value in target communes are set-aside through formal proclamation as 'Community Conservation Areas' (CCAs) and their management is operationalise					
2.2 Codifying Local-level Resource Use Governance: Local governments (commune, fokontany) and participating local communities collaborate to sanction into by-laws (Dinas) the proclamation and sustainable management of CCAs					
2.3 Local Capacity for BD Management: Strengthened and functional CBOs in targeted local communities establishing CCAs provide a vehicle for building community capacities to manage biodiversity sustainably					
2.4 Local Economy and Benefits: Livelihood activities carried out by targeted local communities are managed sustainably, ensuring conservation of biodiversity and its use within sustainability thresholds, but equally the generation of socio-economic benefits					
11	(a) CCA strengthened or created within vulnerable ecosystems (around AP, within NPA or forest corridors)  (b) Management transfer contracts (TDG) and <i>Dina</i> 's (with biodiversity component) acquire legal status	(a) Identification of potential sites with TDG's will be completed at the project start – (number tbc)  (b) TDG and Dina approved and signed by relevant stakeholders and government authorities	(a) 12 new CCA with at least 100,000 hectares protected  (b) 12 management transfer contracts approved and signed (i.e. have updated <i>Dina</i> and PAG-T / community <i>Dina</i> and <i>Dinas</i> have legal status)	Project's periodic reports, validated by independent evaluations and reviews	Assumptions: The PAG-T prescribes the creation of the CCA through a participatory process and enables the social acceptance of the TDG

#	Indicator*	Baseline	Targets by End of Project	Source of verification	Risks and Assumptions
12	<p>[Proposed sub-indicators – may be revised upon inception:]</p> <p>Areas/territories designated by local communities to be protected are included in the PAG-T</p> <p>Existence of community norms and regulations for sustainable use of natural resource within community territories and TDG</p> <p><i>Dinas</i> acquire legal status, containing measures on natural resource use</p>	<p>[Current baseline – to be updated upon inception:]</p> <p>Currently some community territories contain conservation areas which have not yet acquired official recognition.</p> <p>Following site selection and identifying CCAs, an assessment will be conducted to evaluate the status of regulations for natural resources on each site</p>	<p>[To be determined upon inception]</p>	<p><i>Dinas</i>’ texts/regulations PAG-T’s texts/regulations</p>	<p><u>Risk:</u> The risk which could hinder the objective is the potential of growing insecurity in rural areas of the region.</p>
13	<p>(a) Monitoring implementation of community management plans contained in the TDG</p> <p>(b) Conflict resolution rate Participatory Ecological Monitoring Application</p>	<p>(a) A capacity assessment of the communities and COBA will be conducted</p> <p>(b) Assessment management of existing TDG and <i>Dina</i>’s with biodiversity components launched at the beginning of the project</p>	<p>(a) 90% of TDG contracts are managed effectively</p> <p>(b) 100% of community ecological monitoring is functional</p>	<p>Monitoring implementation of community management plans contained in the TDG</p> <p>Conflict resolution rate Participatory Ecological Monitoring Application</p>	

#	Indicator*	Baseline	Targets by End of Project	Source of verification	Risks and Assumptions
15	Improving the standard of living of the rural population <i>[Exact livelihoods indicators to be monitored will be determined at project inception]</i>	<i>[Baseline value(s) be determined at project inception]</i>	<i>[Indicatively proposed]</i> 15% growth on key livelihoods indicators, such as real income, household purchasing power or specific household consumption patterns that are proxies of standard of living	Annual socio-economic studies	

## 4 Total Budget and Workplan

Atlas Award and Project ID	00099229 / 00102535
Atlas Business Unit	MIDG10

Atlas Project Title	PIMS 5263 FSP Madagascar Landscapes
Implementing Partner(s)	Ministry of Ecology, the Environment, the Sea and Forests (MEEF)

Project Comp. / Atlas Activities	Impl. Agent	Fund ID	Donor Name	Atlas Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Notes
1. Landscape Mainstream	MEEF	62000	GEF	71200	International Consultants	30,000	30,000	70,200	30,000	0	160,200	1 a, b
	MEEF	62000	GEF	71400	Contractual Services – individ	284,787	514,572	261,428	188,333	103,333	1,352,453	2 c to i, x
	MEEF	62000	GEF	71600	Travel	28,000	28,000	28,000	28,000	28,000	140,000	3 k
	MEEF	62000	GEF	72100	Contractual Services – companies	15,000	60,000	50,000	20,000	0	145,000	4 l
	MEEF	62000	GEF	72200	Equipment and Furniture	80,000	0	0	0	0	80,000	5 m, n
	MEEF	62000	GEF	72800	IT equipment	40,000	40,000	0	0	0	80,000	6 o
	MEEF	62000	GEF	73100	Rental & maintenance premises	4,000	4,000	4,000	4,000	4,000	20,000	7 p
	MEEF	62000	GEF	73400	Rental & Maint of Office Equip	2,400	2,400	2,400	2,400	2,400	12,000	8 q
	MEEF	62000	GEF	74200	Audio Visual & Print Costs	5,000	5,000	5,000	5,000	0	20,000	9 r
	MEEF	62000	GEF	74500	Miscellaneous Expenses	530	530	530	530	527	2,647	10 s
					Training, workshops & conferences	40,000	25,000	25,000	22,000	28,000	140,000	11 t
					<b>sub-total GEF</b>	<b>529,717</b>	<b>709,502</b>	<b>446,558</b>	<b>300,263</b>	<b>166,260</b>	<b>2,152,300</b>	
	MEEF	62000	GEF	71200	International Consultants	0	0	0	0	40,200	40,200	1 b
	MEEF	62000	GEF	71400	Contractual Services – individ	1,944	23,889	53,889	63,889	23,889	167,500	2 c, e, g
2. CCA Dev					Contractual Services – companies	432,000	648,000	648,000	540,000	432,000	2,700,000	12 u, v
					Professional service	5,000	2,500	5,000	2,500	5,000	20,000	13 w
					<b>Sub-total GEF</b>	<b>438,944</b>	<b>674,389</b>	<b>706,889</b>	<b>606,389</b>	<b>501,089</b>	<b>2,927,700</b>	
	MEEF	62000	GEF	71400	Contractual Services – individ	53,388	57,278	57,278	7,778	7,778	183,500	1 g, x
	MEEF	62000	GEF	71600	Travel	4,000	4,000	4,000	4,000	4,000	20,000	14 y
	MEEF	62000	GEF	72800	IT equipment	20,000	0	0	0	0	20,000	15 z
3. Project Mgt					Professional service	2,000	2,000	2,000	2,000	2,000	10,000	16 aa
					Audio Visual & Print Costs	1,000	1,000	1,000	1,000	1,000	5,000	17 bb
					Miscellaneous Expenses	2,190	2,190	2,190	2,190	2,192	10,952	18 s
					<b>Sub-total GEF</b>	<b>82,578</b>	<b>66,468</b>	<b>66,468</b>	<b>16,968</b>	<b>16,970</b>	<b>249,452</b>	
<b>TOTAL</b>					<b>1,051,239</b>	<b>1,450,359</b>	<b>1,219,915</b>	<b>923,620</b>	<b>684,319</b>	<b>5,329,452</b>		

Note ref.	Note Description
1	<p>a Int. Consultants (indicatively extractives and agri-business): BD Mainstreaming experts, for assisting with compilation of Mainstreaming Guidance Documents and the SEA, plus other key activities under Outputs 1.1, 1.2 and 1.3 (at approx. \$3K/week). See brief TOR in Annex 2.</p> <p>b Two (x2) consultancies with standard ToR for UNDP-GEF evaluations: Mid-term Review and Project Terminal evaluation. Lump-sum amount for budgeting purposes is \$40.2K for each consultancy, divided between Components 1 and 2</p>
2	<p>c National Project Manager: 4.5-year assignment (project duration less recruitment time), at \$35K per year indicatively and for budgeting purposes. Tasks are managerial at roughly 10-15% and 85-90% technical. Hence, the budget was thus allocated: 3 years under Component 1, ½ year under Component 2, and 1 year under Project Management Costs (PMC). See TOR in Annex 2.</p> <p>d Int. Chief Technical Advisor on BD Mainstreaming and M&amp;E, also the Project Deputy Coordinator while on FTA: as a P4 position for 2 years, at \$226K per year, based on 2015 applicable proforma costs, spread across years 1 and 2. See TOR in Annex 2.</p> <p>e Int. Chief Technical Advisor on BD Mainstreaming and M&amp;E: as an IC position for 2.5 years, at \$100K per year (bulk costs), spread across years 3 and 4, and with 0.5 years under Component 2. See TOR in Annex 2.</p> <p>f Int. GIS specialist for 1.5 years, at \$190K per year, based on 2015 applicable proforma costs, spread across years 1 and 2. See TOR in Annex 2.</p> <p>g Int. GIS specialist, as an IC position for 2 years, at \$100K per year (bulk costs), spread across years 3 and 4, and with 0.5 years under Component 2. See TOR in Annex 2.</p> <p>h Nat. Project Database, IT and Digital Inclusion expert: to provide critical inputs to the establishment of key e-tools and the planning on-time basis for 4.5 years at \$30K per year, indicatively and for budgeting purposes. See TOR in Annex 2.</p> <p>i Nat. Training, Stakeholder Engagement, Gender and Communications expert: to provide critical inputs on training aspects and facilitate liaison with the project partners and stakeholders (years 1 through 5) on a 50% part-time basis at \$15K per year, indicatively for a part-time input, and for budgeting purposes. Main contribution will be to outputs 1.2 and 1.3. See TOR in Annex 2.</p> <p>j Nat. BD and PA expert: to provide critical inputs on national BD aspects and facilitate liaison with the authorities (years 1 through 5) on a 50% part-time basis at \$15K per year, indicatively for a part-time input, and for budgeting purposes. Main contribution will be to all outputs under Component 1 and specific BD and PA aspects under Component 2. See TOR in Annex 2.</p>
3	<p>x (under PMC) Nat. Planning, Procurement and Accounting Manager: a 4.5-year assignment (project duration less recruitment time), at \$30K per year indicatively and for budgeting purposes. Tasks are managerial, hence the budget amount and note for this post applies only to project management costs, rather than the components. See TOR in Annex 2.</p> <p>k Travel costs in connection with project activities under this Component, incl. PSC meetings and site visits.</p>
4	<p>l Service provision contract (international procurement, with consortia national-international are encouraged) to establish and provide technical and equipment support to ORBE: will include premises alterations, IT equipment, organisational support to ORBE. The envelope is indicatively \$145K.</p>
5	<p>m Office furniture and office equipment to the project Core Team at large.</p> <p>n Project all-terrain vehicles (x1) - includes for now a budget reserve for a driver to be later detached, if IP cannot provide driver, plus fuel costs (to be better detailed later through budget revisions).</p>
6	<p>o IT and comms equipment to key stakeholders (community members, especially youth and women, regional and communal governments, local governments) in connection with key project activities involving access to the BD LUP.</p>

Note ref.	Note Description
7	p Utility bills in offices provided by the State/lessor. Rental of external rooms as needed to accommodate service providers in the field or other needs.
8	q Maintenance of vehicles and project machinery.
9	r Videos, blogs, radio programmes and other outreach products applying storytelling approach, but also recurrent communication costs, including cell phone contracts or airtime and internet connectivity.
10	s Miscellaneous costs: insurance, bank charges, security and other blended costs.
11	t Workshop and meeting costs (bulk) under this component for supporting various activities, including the support to the Environmental Units Platform, as well as training sessions, the inception and end-of-project national workshop.
1	b Two (x2) consultancies with standard ToR for UNDP-GEF evaluations: Mid-term Review and Project Terminal evaluation. Lump-sum amount for budgeting purposes is \$40.2K for each consultancy, divided between Components 1 and 2
12	u <b>CSO #1 allocation (9 sites* max. \$1,620,000 in total over 5 years) aiming CCA and KBA development at community level.</b> Budget reserve for the engagement of a specialised CSO service provider, with a proven anchoring on the ground and capable of carrying out key community development activities as thoroughly described in the Project Strategy, under Component 2. The key focus is on the livelihoods and social organization aspects (referred to in the text as activities under the remit of the project's "Component 2 Team". UNDP will follow due process, as per the POPP, for CSO selection. During the appraisal phase, UNDP will request, in collaboration with the project's national implementing partner, MEEF, that candidate CSOs submit detailed proposals on how they envisage the implementation of relevant Component 2 activities, mentioning their comparative advantage, the sites where they propose to work and providing an all-inclusive but detailed budget for the use of funds with a five-year duration. It is envisaged that a contracting (or cooperation) agreement will be signed between MEEF, and the selected CSO. The awarding of contract will follow UNDP's rules procedures under NIM. Expenditure and the use of funds are subject to regular audit. Technical implementation is subject to monitoring visits by both MEEF.
	<u>Note on # of sites:</u> [*] This budget line refers to working in 9 out of a likely total of 15 retained <i>fankontany</i> sites, from those listed in Table 3.
	v <b>CSO #2 allocation (6 sites* max. \$1,080,000 in total over 5 years) aiming CCA and KBA development at community level. The rest is exactly as above.</b> <u>Note on # of sites</u> [*] This budget line refers to working in 6 out of a likely total of 15 retained <i>fankontany</i> sites, from those listed in Table 3.
13	w Superintendent services in rural areas (i.e. delivery, inventory and implementation verification in support of audit), also audit as needed.
14	y Travel costs in connection with project monitoring activities, incl. PSC meetings and site visits.
15	z IT equipment to the project Core Team, plus peripherals and supplies.
16	aa Project annual audit and translations.
17	bb Report writing, KM, publications, etc.

## 5 Management Arrangements

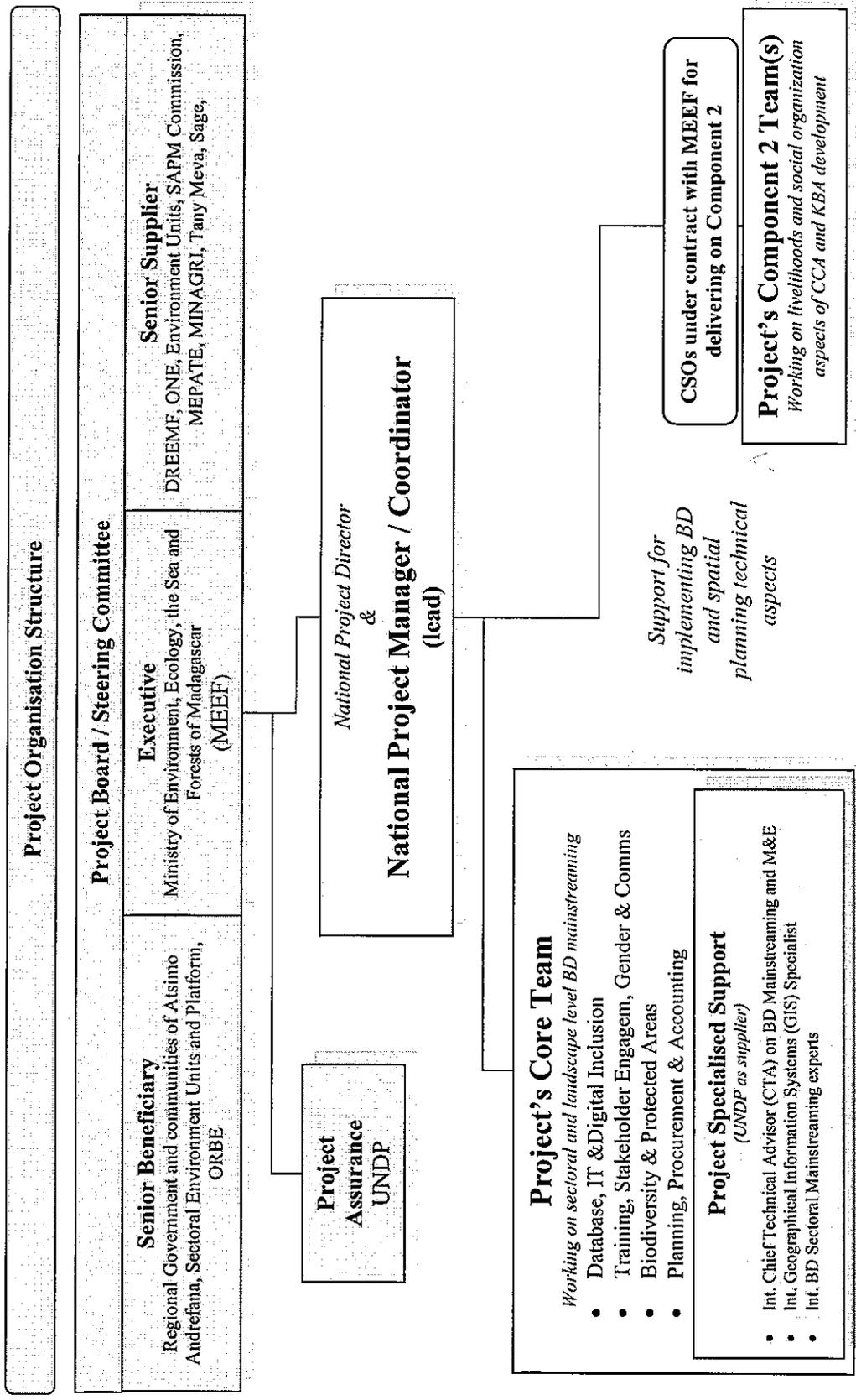
### 5.1 General Project Implementation Arrangements

247. The project will be implemented over a period of 5 years by the **Ministry of Environment, Ecology, the Sea and Forests of Madagascar (MEEF)**, applying UNDP's **National Implementation Modality (NIM)**, and taking into consideration the results of recent capacity assessments of government entities.
248. In its role as **Implementing Party (IP)** for the project, the MEEF is accountable to UNDP for the government's participation in the project and for ensuring the effective, efficient and timely execution of both components of the project.
249. Through the Internal Unit for the Environmental Mainstreaming (*Direction de l'intégration de la dimension environnementale*, DIDE), the MEEF will provide overall guidance and support to implementation of all project activities for Component 1 and technical / contractual oversight and support for Component 2 activities. It will facilitate project implementation and ensure that internal monitoring and review systems are in place with support from UNDP.
250. The MEEF intends to soon set up specialised unit that will coordinate the entire GEF portfolio in Madagascar (GEF Coordination Unit), to be presided by the GEF Operational Focal Point. This project may then be assigned to the mentioned unit.
251. It is envisaged (since the PIF stage) that activities under Component 2 will be carried out by two national CSOs with capacity to a) work with local communities to strengthen conservation on communal lands-addressing existing threats to biodiversity linked to artisanal livelihoods and subsistence activities; b) address the exclusion of communities from decision-making processes relating to large-scale economic projects by raising their awareness on their right to public consultation; c) work with communities to establish multi-use 'Community Conservation Areas' (CCAs), putting in place the necessary institutional framework for management, and installing measures to ensure the sustainable utilisation of wild resources, while reinforcing local participation in decision-making processes. In this context, these CSOs will play the role of Responsible Parties to the project. Following GEF approval, and with a full PRODOC completed in French, a capacity assessment of the project Responsible Parties will take place. Two Malagasy CSOs, **Tany Meva** [<http://www.tanymeva.org/en>] and **Sage** [<http://www.sage.fr/fr/legal/international/madagascar>], have since PIF stage indicated their interest in supporting implementation of Component 2 and are well positioned to support proposed activities.
252. In accordance with **UNDP's Programme and Operations Policies and Procedures (POPP)**, the capacity of both candidate CSOs to play the role of Responsible Parties is to be duly analysed, on the basis of appropriate (HACT) assessments and proposals. A decision will be made, after due diligence, to confirm recruitment of the successful candidates. Refer to section 5.3 on Specific Implementation Arrangements further down for procedural matters on CSO selection.
253. It is envisaged that a **management agreement** will be signed between MEEF and each of the selected CSOs, which will play the role of '**Responsible Party**' as described in the POPP. The awarding of contract will follow UNDP's rules and procedures under NIM. The contracts will contain details on disbursement, rules, rights and responsibilities for each of the signing parties.
254. The **UNDP Country Office** will monitor the implementation of the project, review progress in the realization of the project outputs, and ensure the proper use of UNDP-GEF funds. Working in close cooperation with MEEF, the UNDP Country Office (CO) will provide support services to the project - including procurement, contracting of service providers, human resources management and financial services - in accordance with the relevant UNDP Rules and Procedures and Results-Based Management (RBM) guidelines, as well as the applicable NIM modality for this project. Direct project costs will not be charged against the GEF-financed project budget for these services. Specifically, the UNDP CO will be responsible for: (i) providing financial and audit services to the project; (ii) recruitment and

contracting of project staff that does not fall under MEEF; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities, including procurement and financial services, are carried out in strict compliance with UNDP and GEF procedures. Strategic oversight and technical support to the project will be provided by the UNDP-GEF Regional Technical Advisor (RTA) responsible for the project.

255. The MEEF will implement the project, in line with the **Standard Basic Assistance Agreement (SBAA)** between the UNDP and the Government of Madagascar. This role includes coordinating action on the ground and in the capital, engaging partners and service provider, including those that will be directly tasked with implementation (e.g. specific MEEF units) or with task execution (e.g. service providers, contractors), while also closely monitoring the project and reporting according to procedures. The MEEF will have the overall responsibility for achieving the project goal and objectives. It will be directly responsible for creating the enabling conditions for implementation of all project activities. It will designate a senior official to act as the **National Project Director** who will assist with the anchoring of project activities within MEEF, as well as liaison. Project implementation will be overseen by a **Project Steering Committee (PSC)** described below.
256. The day-to-day administration of the project will be carried out by a **National Project Manager (NPM)**. The NPM will be recruited using the applicable procedures under NIM. The NPM has the authority to administer the project on a day-to-day basis on behalf of MEEF, within the constraints laid down by the PSC. The NPM's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The NPM will prepare Annual Work Plans (AWP) in advance of each successive year and submit them to the PSC for approval. The NPM will liaise and work closely with all partner institutions to link the project with complementary national programs and initiatives. The NPM is accountable to the Project Director for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds.
257. The NPM will be technically supported by contracted national and international consultants and service providers, among them two international project staff, the Chief Technical Advisor (CTA) and the GIS Specialist, slated to be under UNDP international contracts. They will compose the Project's Core Team along with other national consultants and will also work in close collaboration with counterpart conservation agencies and institutions. (Refer to the Overview table of human resource inputs in Annex 2.)
258. An overview of the **project's organizational structure** is provided in further down.

# Project implementation organigram



## 5.2 Project Oversight

259. The **Project Board** is responsible for making management decisions for a project in particular when guidance is required by the Project Manager. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.
260. In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP Project Manager.
261. Potential members of the Project Board are reviewed and recommended for approval during the PAC meeting. Representatives of other stakeholders can be included in the Board as appropriate. The Board contains three distinct roles, including: (1) **An Executive**: the individual representing the project ownership to chair the group, which will be the MEEF. (2) **The Senior Supplier**: individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. In the case of this project this will be UNDP. (3) **The Senior Beneficiary**: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
262. The **Project Assurance** role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The Project Manager and Project Assurance roles should never be held by the same individual for the same project. UNDP fulfills the Project Assurance role.
263. UNDP will monitor the project's implementation and achievement of the project outputs, and ensure the proper use of UNDP-GEF funds. Day-to-day operational oversight will be ensured by the UNDP Country Office (CO) for Madagascar, and strategic oversight by the UNDP-GEF Regional Technical Advisor (RTA) responsible for the project. The UNDP CO will be responsible for: (i) providing financial and audit services to the project; (ii) recruitment and contracting of project staff; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities, including procurement and financial services, are carried out in strict compliance with UNDP and GEF procedures.
264. A *Project Steering Committee (PSC)* will provide oversight to project activities and it will promote operational coordination among different government agencies, industry players, NGOs, communities and donors working in environment. It may be the same as the Project Board.
265. The major functions of this thematic [environment] steering committee are to revise and approve the project work plans, assess the reported projects progress, conduct annual review of projects, assess eventual implementation problems and guide necessary adjustments and approve any strategic changes including budgets. This body meets twice a year or whenever extraordinary meetings are deemed necessary. Membership of this PSC should be multi-disciplinary and multi-sectoral related to the implementation of

this project and should include: UNDP-Madagascar, MEEF, Ministry in charge of Land Use Management, the Ministry in Charge of Mining and Petroleum Resources<sup>43</sup>, Ministry of Agriculture; a Mining and Oil Company representative, Environment NGO's working in the Region of Atsimo Andrefana. The NPC will support the Secretariat of the PSC.

266. A *Project Executive Committee (PEC)* may also be formed to provide day-to-day operational project supervision. It will be composed of UNDP-Madagascar, the National Project Director (NPD), the NPC, and the CTA. The Ministry of Land Use Management, the Ministry in charge of Mining and Oil, and the Ministry of Agriculture of Madagascar may be called to join the PEC.
267. A *Consultative Group of sector specialists* may also be formed on an *ad hoc* basis and consulted by the PSC on specific issues. The group will enable a broader representation than just the PSC at a high level of influence for the project. This group should include: experts in law, in EIA process, in biodiversity, in mining, petroleum, and agriculture and work processes in Madagascar, key NGOs operating in the Region of Atsimo Andrefana, private sector representatives, and media people. A series of consultative workshops will be organized to present project strategies, obtain technical reviews and promote information sharing between these participants.
268. Finally, the project will work in close collaboration with related initiatives funded by the Government of Madagascar and several donors in the region (see the section on the project's baseline analysis)<sup>44</sup>.
269. All entities that are co-financers to this project, will be called to join the PSC. These entities have projects in the districts that are target sites of this project. They are partners of the MEEF. Some of the partner projects are directly linked to technical activities carried out by this project. Their input to the project's planning and implementation will be key to coordinating project interventions, identifying complementarities, synergies and exchanging technical approaches and insight.

### 5.3 Specific Implementation Arrangements

270. **Component 1** of the project focuses on landscape and sectoral mainstreaming. It will be under the remit of the MEEF's Directorate in charge of Mainstreaming Environmental Measures (DIDE) to seek the necessary synergies with and engagement of project beneficiaries and suppliers.
271. **Component 2** of the project aims at CCA and KBA development at community level. Budgetary provisions were made for the engagement of at least two specialised CSO service provider, with a proven anchoring on the ground and capable of carrying out key community development activities. These activities have been thoroughly described in the Project Strategy, under Component 2. The key focus will be on the livelihoods and social organization aspects, referred to in the Project Strategy text as activities under the remit of the project's "Component 2 Team".
272. During the project appraisal phase, and prior to the LPAC meeting, the MEEF will request, in collaboration with UNDP, that **candidate CSOs** submit detailed proposals on how they envisage the implementation of relevant Component 2 activities, presenting the entity's comparative advantage, track record and core human resources, and indicating also the exact sites where they propose to implement these activities. The minimal target is 15 *fokontanys* in total for all candidate CSOs, out of the 17 *fokontanys* mentioned in Table 3. Candidate CSOs may also propose implementation through association with other government and non-government entities, through which advantages and efficiencies can be presented.

---

<sup>43</sup> Currently governed by the Minister at the Presidency in charge of Mines and Petroleum, along with the line Ministry for Energy and Hydrocarbons.

<sup>44</sup> Refer to Section 1.4 Baseline Analysis.

273. In connection with each proposal, candidate CSOs are expected to provide an **all-inclusive but detailed budget** for the use of funds with a five-year duration. Candidate CSOs are also expected to indicate the composition of the “Component 2 Team” (or “Teams”) as a way to showing the strength of their respective proposals, in response to the content of Component 2 activities in the PRODOC, and of the PRODOC as a whole.
274. **Overall**, the project will be managed using the UNDP tested adaptive management approach for the implementation of UNDP and GEF funded projects. This approach translates into the ability of the project management team to anticipate challenges through well-established risk monitoring system and respond to challenges and opportunities in a flexible, positive and optimizing manner. It is grounded on a set of simple rules:
- a. Government of Madagascar and UNDP/GEF approved the project document, which included the Goal, Objective and (3) Outcomes. Any change to these expected results would necessitate their formal approval, including the endorsement of these changes by the GEF CEO;
  - b. Project inputs and outputs may be adapted, dropped or added in response to current reality (after approval by the PSC and UNDP/GEF);
  - c. Interactive decision-making is encouraged;
  - d. Risk monitoring should contribute to feedback and learning and it should improve decisions;
  - e. Embracing risk/uncertainty is also to build understanding.



## 6 Monitoring Framework and Evaluation

275. **Monitoring and reporting.** The project will be monitored through the following M&E activities. The M&E budget is provided in the table below. The M&E framework set out in the Project Results Framework (Part 3 of this project document) is aligned with the Focal Area Tracking Tool (SO2) and UNDP's M&E frameworks.
276. **Project start:** A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and program advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan. The **Inception Workshop** should address a number of key issues including:
- Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and Regional Coordinating Unit (RCU) staff (i.e. UNDP-GEF Regional Technical Advisor) vis-à-vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
  - Based on the project results framework and the GEF BD SO2 TT<sup>45</sup> set out in the Project Results Framework (Part 3 of this project document), and finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
  - Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
  - Discuss financial reporting procedures and obligations, and arrangements for annual audit.
  - Plan and schedule Steering Committee meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first Steering Committee meeting should be held within the first 12 months following the inception workshop.
277. An **Inception Workshop report** is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.
278. **Quarterly:**
- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
  - Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS.
  - Risks become critical when the impact and probability are high. Note that for UNDP/GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
  - Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
  - Other ATLAS logs will be used to monitor issues, lessons learned. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

---

<sup>45</sup> SO2 refers to the mainstreaming outcome under the GEF5 Strategy for Biodiversity.

279. **Annually:** Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements. The APR/PIR includes, but is not limited to, reporting on the following:
- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
  - Project outputs delivered per project outcome (annual).
  - Lesson learned/good practice.
  - AWP and other expenditure reports
  - Risk and adaptive management
  - ATLAS QPR
280. **Periodic Monitoring** through site visits: UNDP CO and the UNDP-GEF region-based staff will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.
281. **Mid-term of project cycle:** The project will undergo an independent Mid-Term Review at the mid-point of project implementation (expected to be in July 2017). The Mid-Term Review will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term review will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term review will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit (RCU) and UNDP-GEF. The GEF BD SO2 TT as set out in the Project Results Framework (Part 3 of this project document) will also be completed during the mid-term evaluation cycle.
282. **End of Project:** An independent Terminal Evaluation will take place three months prior to the final PB meeting and will be undertaken in accordance with UNDP-GEF guidance. The terminal evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term review, if any such correction took place). The terminal evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The GEF BD SO2 TT as set out in the Project Results Framework in Section III of this project document) will also be completed during the terminal evaluation cycle. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response, which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).
283. **Learning and knowledge sharing:** Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.
284. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.
285. There will be a **two-way flow** of information between this project and other projects of a similar focus.

**Table 6: Project Monitoring and Evaluation workplan and budget**

Type of M&E activity	Responsible Parties	Budget US\$ Excluding project team staff time	Time frame
Inception Workshop and Report	Project Manager, Project Team, Government and associated CSOs UNDP CO, UNDP GEF	Indicative cost: \$20,000	Within first two months of project start up with the full team on board
Measurement of Means of Verification of project results.	Project Manager and CTA will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members/consultants UNDP-GEF RTA advises	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on output and implementation	Oversight by Project Manager and CTA Implementation teams	To be determined as part of the Annual Work Plan's preparation. Indicative cost is \$40,000	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	Project manager and CTA UNDP CO UNDP RTA UNDP GEF	None	Annually
Periodic status/ progress reports	Project manager and team	None	Quarterly
Mid-term Review	Project manager and CTA UNDP CO UNDP RCU External Consultants (i.e. evaluation team)	Indicative cost: \$ 40,200	At the mid-point of project implementation.
Terminal Evaluation	Project manager and CTA UNDP CO UNDP RCU External Consultants (i.e. evaluation team)	Indicative cost: \$40,200	At least three months before the end of project implementation
Audit	UNDP CO Project manager PCU	Indicative cost per year: \$2,000 (\$10,000 total)	Yearly
Visits to field sites	UNDP CO UNDP RCU (as appropriate) Government representatives	For GEF supported projects, paid from IA fees and operational budget	Yearly for UNDP CO, as required by UNDP RCU
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 115,400 (+/- 2.5% of total GEF budget)	

## 7 Project Fit

### 7.1 Project consistency with national strategies

286. This project is country-driven and consistent with, and supportive of, national development strategies and plans that relate to green growth and sustainable development, with focus on MDGs and the Post-2015 development goals.
287. It is supportive of the 1990 National Environment Charter (PNAE), the National Biodiversity Strategy and Action Plan (from 1997 and currently being update/revised to incorporate the Aichi Targets), and the principles of the Environment Programme III (2005), which are still valid. Together, they outline the basis and strategic axes for environmental governance and sustainable development in Madagascar.
288. Specifically as the decentralised NRM policies, the project is in line with the general developmental principles enshrined in various sectoral policies related to agriculture, oil & gas, mining, energy provision, and infrastructural development. Much of the project's effort will though focus on ensuring that biodiversity considerations are more actively taken into account in those sectoral frameworks

### 7.2 GEF conformity and Country eligibility

289. This project will help Madagascar achieve its set objective vis-à-vis relevant conventions, in this case, the Convention on Biological Diversity (CBD), plus the various CBD related conventions.
290. More specifically, this project is fully consistent and will contribute to Madagascar's achievement of the Aichi Targets as follows: Target 5, to the extent that the project will contribute to stabilising land-use in the fringes of core protected areas thereby reducing threats to PAs biodiversity; Target 11, to the extent that (i) the project will contribute to making the protected areas system more effective in conserving biodiversity within the surrounding landscapes; and (ii) it includes other area-based conservation measures that are not just than formal PAs, in particular through the incorporation of CCAs into the system; Target 12, as it contributes to reducing the loss of known threatened species, possibly preventing their extinction across the landscape; Targets 14 and 15, as it relates to the enhancement of ecosystems' functions, their structure and resilience, including in the face of climate change, through a landscape mainstreaming approach.

### 7.3 Main synergies with Related Projects and Programs

*Table 7: Matrix of collaboration*

Programmes, and Initiatives	Proposed collaboration
On-going and recently closed UNDP-GEF BD projects and SGP	During the PPG, the project worked with the SGP to scope the relevance of past and prospective SGP projects in the Atsimo Andrefana Landscape. As for FSPs, two projects are worth mentioning: PIMS 2762 "Madagascar EPIII Third Environment Programme" (or EP3) and PIMS 4172 "Madagascar Network of Managed Resource PAs" (or MRPA). <u>EP3</u> : The UNDP-GEF EP3 project ended in 2012 and revolved around the development of 'sustainable natural resource

Programmes, and Initiatives	Proposed collaboration
	<p>management' practices with communities within Protected Areas Support Zones. The WP-GEF EP3 project complemented it, by focusing on operationalising the core PAs. Mikea Forest was one of the Southern sites that benefitted from both EP3 projects. This project will build from the positive legacy of EP3.</p> <p><u>MRPA:</u> There is significant scope for learning, collaboration and cross fertilisation with respect to TdG, but equally in the dialogue with extractive industries and product certification. There are no site overlaps.</p>
Recently submitted UNEP-GEF national BD projects	<p>Two FSPs were recently submitted to the GEF by UNEP but the PIFs await clearance: (1) "<i>Strengthening the Network of 'New Protected Areas' in Madagascar</i>" (or NAP Strengthening) and (2) "<i>Conservation of Key Threatened, Endemic and Economically Valuable Species in Madagascar</i>" (Threatened Species). The NAP Strengthening project will work in core sites, one of which (Ranobe PK 32 NPA) is within the Atsimo Andrefana Landscape. A third MSP PIF on SLM was recently cleared and may be relevant with respect for ecosystem services. The FSP have been approved by the Council and collaboration will be sought with UNEP.</p> <p>There are no risks of overlap, only opportunities for synergies. The current project focuses on terrestrial ecosystems within the landscape and adopts a mainstreaming approach. The UNEP NAP Strengthening project adopts a PA approach and Ranobe is a MPA (incidentally also the site of the Tar Sands mining project). As for the Threatened Species Project, there is significant potential for collaboration with respect to the BD LUP and the community-based biodiversity &amp; livelihoods spatial assessments and planning.</p>
Conservation initiatives in core PAs	<p>Besides the above cited NAP Strengthening project, partner organisations are implementing a suite of activities in core PA sites within the Atsimo Andrefana Landscape. Currently, knowledge of their concrete activities is limited, but sufficient to indicate that there are no potential overlaps. During the PPG phase, it will be important to chart the work of these partners, engage with them and find concrete collaboration areas.</p> <p>During PPG phase consultation took place with GIZ, USAID, WCS, BV as well as with other partners working in the target areas, in order to integrate them within the preparation phase of the project. Consequently, synergies were found with on-going projects and those that are in the planning phase. GIZ is currently planning the multi-year program. Agreements were accorded with the UNDP to share approaches and project work plans in order to operationalise collaboration. USAID will launch the bidding process for their multi-year program this year. Other partners will share work plans and will work in coordination with the project through the DREEMF, which centralizes project management by environmental constituents in the Region.</p>
Baseline programmes of MINAGRI, donor partners, Tany Meva and Sage	<p>These partners will play a pivotal role in supporting and complementing GEF funding for advancing with issues of food security, livelihoods and energy under both Components 1 and 2. These are central development issues that need to be taken into consideration, in order for the GEF project to secure global biodiversity benefits. Periodic information exchange sessions with partners working in the rural development will be developed throughout project implementation to define and harmonise priorities and interventions.</p>
Initiatives on policy reform and spatial planning	<p>A few partners are currently working on issues of policy and legislation reform, though moving slowly due to the political transition. The project will work closely together with Helvetas Swiss Inter-cooperation, WHH, the SNAT Consortium, MEPATE, MEEF and other to explore synergies and collaboration topics related to policy reform and spatial planning.</p>

## 8 Legal Aspects

### 8.1 Legal context

291. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.
292. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.
- The implementing partner shall:
- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

293. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

### 8.2 Audit Clause

294. Audit will be conducted according to UNDP Financial Regulations and Rules and applicable Audit policies.

### 8.3 Communications and visibility requirements

295. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at [\[Link\]](#) and specific guidelines on UNDP logo use can be accessed at [\[Link\]](#). Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: [\[Link\]](#). The UNDP logo can be accessed at [\[Link\]](#).
296. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: [\[Link\]](#). Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

297. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

On UNDP Branding	<a href="http://intra.undp.org/coa/branding.shtml">http://intra.undp.org/coa/branding.shtml</a>
On the UNDP Logo	<a href="http://intra.undp.org/branding/useOfLogo.html">http://intra.undp.org/branding/useOfLogo.html</a>
On the GEF Logo	<a href="http://www.thegef.org/gef/GEF_logo">http://www.thegef.org/gef/GEF logo</a>
GEF Comms Strat.	<a href="http://bit.ly/1RxAc0D">http://bit.ly/1RxAc0D</a>

## 9 References

- Almeida, Fernanda (2015). Legal Options to Secure Community-Based Property Rights.
- Ambatovy (2010). Rapport de développement durable
- Andriamalala, F. (2015). Rapport d'analyse des photographies aériennes obliques de décembre 2014 dans le Parc National Tsimanampesotse par Aviation Sans Frontières Belgique (sous-presse)
- Banque Mondiale (2013). Country Environmental Assessment (CEA), les principaux messages.
- Banque Mondiale (2010). *Opportunités et défis pour une croissance inclusive et résiliente*, Chapter 8 « le secteur minier » ; Chapter 6 « L'environnement et les ressources naturelles renouvelables »
- Carret, C. J., et al. (2010). L'environnement à Madagascar : un atout à préserver, des enjeux à maîtriser. In Banque Mondiale. 2010. Note de politique sur l'environnement à Madagascar.
- CDB (2004). Approche Par Écosystème. Lignes Directrices de la CDB. Secrétariat de la Convention sur la diversité biologique. Montréal.
- Chaboud, C., et al. (2003). L'écotourisme comme nouveau mode de valorisation de l'environnement : diversité et stratégies des acteurs à Madagascar. Papier présenté au XIXèmes journées du développement organisées par l'Association Tiers-monde et le Gemdev, Paris le 02-03-04 juin 2003.
- Dickinson, S. & Berner, P. O. (2010). Ambatovy project: Mining in a challenging biodiversity setting in Madagascar. In Biodiversity, exploration, and conservation of the natural habitats associated with the Ambatovy project, eds. S. M. Goodman & V. Mass. *Malagasy Nature*, 3: 2-13.
- Du Puy, D. J. & Moat, J. (1996). A refined classification of the primary vegetation of Madagascar based on the underlying geology: using GIS to map its distribution and to assess its conservation status. Dans Dina, J., Hoerner, J. M., (1976). Étude sur les populations Mikea du Sud-Ouest de Madagascar
- Fauroux, S. (2000). Instabilité des cours du maïs et incertitude en milieu rural le cas de la déforestation dans la région de Tuléar, *Revue Tiers-Monde*.
- Fenn, M. D. (2003). The Spiny Forest Eco-region. In: Goodman, S. M. and Benstead, J. P. (eds.) 2003. *The Natural History of Madagascar*. The University of Chicago Press, Chicago. Pp. 1525-1529.
- Frontier Madagascar. (2009). La Flore et Végétation de PK32 Ranobé; Recommandations pour les délimitations et le zonage de la future Aire Protégée.
- Gardner, C., J. et al. (2015). Oblique aerial photography: A novel tool for the monitoring and participatory management of Protected Areas
- Gardner, C., Fanning, E., Thomas, H. & Kidney, D. 2009a. The lemur diversity of the Fiherenana-Manombo Complex, southwest Madagascar. *Madagascar Conservation and Development* 4: 38-43.
- Goodman, S. M., et al. (2003). Introduction to the Mammals, In: Goodman, S.M. and Benstead, J.P. (eds.) *The Natural History of Madagascar*, University of Chicago Press, Chicago.
- Goodman, S et al. (2008). Paysages naturels et biodiversité de Madagascar. Publication scientifiques du Muséum, Paris, WWF
- Harper et al. (2007). Cinquante années de déforestation et de fragmentation forestière à Madagascar
- Huff, Amber R. (2008). Assessment of International Monetary Fund and World Bank Group Extractive Industries Transparency Implementation
- Humbert, H. (1927). La disparition des forêts à Madagascar. Ses causes, ses conséquences. *Revue générale des Sciences pures et appliquées* T. XXXVII - n°11:326-336.
- IRIN (2012). Madagascar: le commerce illégal de bois de rose continue
- IRD (2000). Madagascar : la forêt en danger. [www.ird.fr/la-mediathèque/fiches-d-actualite-scientifique/112-madagascar-la-foret-en-danger](http://www.ird.fr/la-mediathèque/fiches-d-actualite-scientifique/112-madagascar-la-foret-en-danger)
- MEEF, 2015 <http://www.ecologie.gov.mg/> (accédé 13.03.2015)
- MEFT, USAID et CI (2009). Evolution de la couverture de forêts naturelles à Madagascar 1990-2000-2005

- Monographie, (2008). Monographie de la région Atsimo Andrefana 2008
- Monographie, (2013). Monographie de la région Atsimo Andrefana 2013
- Nicoll, M. E. and Langrand, O. (1989). Madagascar: Revue de la Conservation et des Aires Protégés. Gland, Switzerland: World Wide Fund for Nature.
- Nelson, Fred (2012). An analysis of the international law, national legislation, judgements, and institutions as they interrelate with territories and areas conserved by indigenous peoples and local communities. REPORT NO. 2 AFRICA REGIONAL
- Menach et al. (2011). Activités de pêche non signalées, population affamée et troubles politiques : la recette pour une crise d'insécurité alimentaire à Madagascar ? In Politique marine
- Mercier, Jean-Roger, (2006). *Madagascar moving towards sustainable development: The preparation of the National Environmental Action Plan (NEAP): Was it a false start?*, Madagascar conservation and development volume I, issue 1 pg. 50,
- ONE (2007). Tableau de Bord Environnemental. Synthèse sur l'état de l'environnement de la Région Atsimo Andrefana
- PARTAGE (2011). Mise à jour de la stratégie ABETOL, Rapport final
- PGM-E/GIZ, GIZ-Madagascar, (2014). Gestion décentralisée des ressources naturelles Programme Germano-Malgache pour l'Environnement, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Raonintsoa, Paul, et al. (2012). Etat des lieux de la gouvernance forestière à Madagascar Rapport de l'atelier du 18 et 19 octobre
- Rapport de réconciliation des paiements effectués par les industries extractives à l'Etat Malagasy et des recettes perçues par l'Etat Malagasy Exercice 2013, (2015)
- Razafimpahanana, A. et al. (2012). Priorisation : une approche pour l'identification des zones importantes pour la conservation à Madagascar. <http://atlas.rebioma.net/>
- Rengoky Z., (1998). Les Mikea : chasseurs, cueilleurs à Analabo, Mémoire de Maîtrise en Anthropologie. Université de Tuléar.
- Raharinirina, V. (2005). Les débats autour de la valorisation économique de la biodiversité et de la bioprospection en Afrique: cas de Madagascar.
- Rejo-Fienena, F. (1995). Etude Phytosociologique de la Végétation de la Région de Tuléar (Madagascar) et Gestion des Ressources Végétales par les Populations Locales (Cas du P.K. 32). Thèse de Doctorat, Muséum National d'Histoire Naturelle, Paris.
- Rengoky Z. (1998). Les Mikea : chasseurs, cueilleurs à Analabo. Mémoire de Maîtrise en Anthropologie. Université de Toliara.
- (2012) Exploring discourses of indigeneity and rurality in Mikea Forest environmental governance, Madagascar Conservation and Development Volume 7 | ISSUE 2S
- Seddon, N. & Tobias, J. (2007). Population size and habitat associations of the long-tailed ground roller *Uratelornis chimaera*. *Bird Conservation International* 17: 1-12.
- Stattersfield, A., et al., (1998). *Endemic Bird Areas of the world: priorities for biodiversity conservation*. Cambridge, UK: BirdLife International.
- Thomas, H., et al., (2006). *The Southern Mikea: A Biodiversity Survey*. Frontier-Madagascar Environmental Research Report 12. Society for Environmental Exploration, UK and Institut Halieutique et des Sciences Marines, Toliara.
- Tyson, P., 2001. *The Eighth Continent. Life, death and discovery in the Lost World of Madagascar*, Perennial, Harpers Collins Publishers, New York.
- Tolojanahary, J., (2012). Etude des impacts environnementaux des travaux d'aménagement de la Route nationale 9 sur la forêt Mikea. Ecole supérieure polytechnique d'Antananarivo (Madagascar) UFR Sciences Economiques et de Gestion de Bordeaux IV - Diplôme d'études supérieures spécialisées option: études d'impacts environnementaux 2012.
- UICN. (2006). Identification et analyse des lacunes des Zones clés de la biodiversité Cibles pour des systèmes complets d'aires protégées. Lignes directrices sur les meilleures pratiques pour les aires protégées No. 15
- Tolojanahary, J., (2012). Etude des impacts environnementaux des travaux d'aménagement de la Route nationale 9 sur la forêt Mikea, Ecole supérieure polytechnique d'Antananarivo (Madagascar), UFR Sciences Economiques et de Gestion de Bordeaux IV.
- UNDP, HDR 2012
- WWF (2000). Une vision de la biodiversité de la région écologique des forêts d'épineux.